

## Interim University Council

**Date:** September 12, 2016

**Time:** 8:15 a.m.

**Location:** D.P. Culp University Center, East Tennessee Room

**Attendees:** Dr. Brian Noland (chair), Dr. Gordon Anderson, Dr. Wilsie Bishop, Dr. Larry Calhoun, Dr. Ranjan Chakraborty, Dr. David Collins, Dr. Wallace Dixon, Dr. William Duncan, Dr. Susan Epps, Dr. Bill Flora, Joy Fulkerson, Dr. Jane Jones, Mary Jordan, Dr. Karen King, Dr. Cecilia McIntosh, Stefanie Murphy, Dr. Wendy Nehring, Pam Ritter, Dr. David Roane, Jeremy Ross, Dr. Richard Sander, Dr. Janna Scarborough, Pooja Shah, Joe Smith, Jennifer Hill (recording secretary)

**Guests:** Andrew Amodei, Aleisha Asbury, Kelly Cisney, Jeff Cogburn, Leslie Dalton, Ben Daugherty, Dr. Virginia Foley, Dr. Mike Hoff, Michael Laws, Dr. David Linville, Blake Lohnes, Aaron Scott, Jon See, Carol Sloan, Karen Sullivan, Michael Webb, Josh Whitlock, Beth Wiley

### MINUTES

Dr. Brian Noland opened the meeting and welcomed those in attendance. Before moving to the agenda, he encouraged Interim University Council (IUC) members to attend the Bucs at Bristol game on Sept. 17, and get a good look at the football set-up at Bristol Motor Speedway while watching the Buccaneers take on the Western Carolina University Catamounts.

#### Approval of Minutes

The minutes from the August 8, 2016, meeting were approved.

#### Gallup Report

President Noland introduced Blake Lohnes, a consultant in Education and Workforce Development with Gallup, whom he invited to address some themes and findings from the company's research that are pertinent to the current strategic planning process (*see attached [PowerPoint presentation](#) and "[Bringing Education Back to Its Roots](#)" [article](#)*). Dr. Noland noted that these findings challenge the current outcomes-based measures of success.

Some of Mr. Lohnes' key points included:

- There seems to be a "broken link" between education and education outcomes. While typical college and university mission statements speak of values, life-long learning, ethical citizenship and leadership, civic engagement and workforce development, higher education typically measures retention rates, grades, test scores, graduation rates, starting

salaries and other factors that are important as benchmarks of success, but these do not necessarily measure the value of education to the students.

- A majority (98 percent) of chief academic officers strongly agreed that their students were ready for the workforce, while 11 percent of business leaders strongly agreed that graduates have the skills and competencies their businesses need.
- Factors that make a great life include Purpose, Social, Community, Physical and Financial.
- Thirty-eight percent of employees are actively engaged in their jobs.
- Graduates who strongly agreed that they were “emotionally supported” during college were more likely to be engaged in their work and thriving in overall well-being. “Emotional support” included having at least one professor who made the student excited about learning, a professor who cared about the student as a person, and a mentor who cared about the student’s goals and dreams.
- Graduates who had “experiential and deep learning” (which included a long-term project, an internship or job where learning was applied, and being extremely involved in extracurricular activities and organizations) were more likely to be engaged in their work and thrive.
- Faculty and staff job engagement ranks low.
- Thirty-eight percent of graduates strongly agree that college was worth the cost, and some news headlines question whether a college degree is necessary.

In discussion, IUC members noted that engagement with individual students is often difficult when a given faculty member has hundreds of students each year, and that any means of improving employee engagement on campus should be embraced. Dr. Noland noted that in Tennessee, student success is often measured by the funding index, which is dependent upon the number of students starting and graduating from a given institution during a certain time period; this report gives the IUC an opportunity to talk about success factors other than graduation rates.

## **ITS Updates**

Dr. Karen King and Michaele Laws gave an update on Information Technology Services efforts (*see attached [PowerPoint presentation](#)*). The **Adobe Marketing Cloud** is being incorporated into student materials, and the university has 10 Marketing Cloud licenses; systems and three pilot program sites are ready. The **People Search** on the ETSU website is being converted to Google Custom Search, which is free (as opposed to the \$14,000 the university has been paying for the previous Google search appliance, which has reached its end). Due to this change, the ETSU Site Search and People Search will be separated into two different locations on the web pages. This is scheduled to launch on Sept. 14 or 15. Also, **GoldLink** is being upgraded to a more user-centered, mobile-friendly version on Drupal with connections to Banner; this effort is now in the usability testing phase and should launch on Sept. 18-19. This upgrade will be marketed through email, East Tennessean ads, digital signs, a video in GoldLink, and presentations to various campus groups. In addition, **Dropbox** is being upgraded to allow larger files to be shared.

## University Advancement

Pam Ritter noted that when she presented to the IUC last year, she discussed building a team that would work to accomplish the objectives of the strategic plan (*see attached document containing [team biographies](#)*). She invited her team members present to introduce themselves to the IUC:

- Andrew Amodei, Director of Development, College of Business and Technology
- Carol Sloan, Director of Development and Alumni Affairs, Quillen College of Medicine
- Ben Daugherty, Assistant Director of Development, Student Affairs and Roan Scholars
- Aleisha Asbury, Director of Development, Claudius G. Clemmer College of Education
- Karen Sullivan, Director of Development, University Advancement
- Aaron Scott, Director of Development, Bill Gatton College of Pharmacy and College of Public Health
- Kelly Cisney, Director of Development. University Programs
- Leslie Dalton, Director of Development, College of Clinical and Rehabilitative Health Sciences and College of Nursing
- Michael Webb, Director of Development, College of Arts and Sciences
- Beth Wiley, Assistant Vice President of Advancement Services
- Jon See, Executive Director of Planned Giving
- Sunny Sandos, Executive Director of Planned Giving (*not in attendance*)

Ms. Wiley discussed the role of Advancement Services (*see attached [PowerPoint presentation](#)*), which provides technical, gift processing, research and other forms of support to the entire division. Among the accomplishments she highlighted for the period of April 2016-present were obtaining information on additional degrees earned by ETSU graduates from the National Student Clearinghouse, obtaining employment information on alumni from a company working directly with LinkedIn, and the production of a new divisional report, “Analysis of Net Production and Philanthropic Cash.” Included among Advancement Services’ goals for the current fiscal year are enhancing the ability to meet the division’s reporting needs, adding prospect research information into the database, and exploring opportunities to collaborate with Intercollegiate Athletics on major gift solicitations.

Mr. See discussed Annual Giving and the Annual Fund (*see attached [PowerPoint presentation](#)*). This area is responsible for acquiring, upgrading and renewing donors to the university, developing relationships with potential planned and major gift donors, and more. Staff are working to broaden the base of participation, encourage the habit of giving, collaborate with other units and increase Annual Fund production. Mr. See noted that the Annual Fund is a year-round effort involving a phonathon, direct mail, “e-philanthropy,” stewardship, corporate matching, student philanthropy, the Parents Association, and new alumni.

## Public Comment on Creative Services Policy

Dr. Wilsie Bishop reported that the 30-day public comment period is complete, and the committee has received very thoughtful and helpful comments. The committee has met once to examine key take-away messages and look for trends mid-way through the period, and is scheduled to meet Sept. 13 to review additional feedback. Before the October IUC meeting, the committee will revise the policy and meet with a focus group of key end-users.

## **President's Report**

- **Enrollment**

Dr. Noland reported that enrollment is down by 320 from last year, which puts ETSU in the middle of the pack among the TBR universities. He expressed appreciation to all of the administrators, faculty and staff who called students and did everything possible to help get enrollment up from the shortfall of 500-600 students that had been projected at the beginning of August. He also noted that community college enrollment statewide is also down.

Dr. Noland stated that this enrollment leaves ETSU somewhat within budget confidence intervals and there is no need to start the academic year by looking at budget cuts. He reminded IUC members that the proposed equity increase was contingent enrollment levels, and he anticipates using that pool of funds to offset the corresponding revenue loss; he said there may be the potential for salary adjustments close to the end of the year when the new governing board is in place.

- **Building Updates**

Dr. Noland reported that the State Building Commission last week approved the expansion and scope of the Performing Arts Facility, moving it from a \$40 million facility in its original form to right at \$52 million with Johnson City's participation; this allows the university to move forward with the design and with the final phases of the fundraising campaign. Fundraising for the Lamb Hall project will follow.

- **State of the University Address**

Dr. Noland invited members of the IUC to attend the annual State of the University address on Oct. 3, when he will speak in more detail about the budget, enrollment, retention rates, governance and other topics. He may know at that time the names of the individuals Gov. Bill Haslam will appoint to ETSU's new governing board.

- **SACS Update**

Dr. Noland reported that Dr. David Linville and his team submitted the required substantive change materials to the Southern Association of Colleges and Schools pertaining to the coming governance change. That material will be reviewed by SACS in December.

- **Public Comment on Policies**

Dr. Noland brought up "[Appendix C: Proposed Revised PPP-07: Outside Employment, Dual Service, Extra Compensation and Overload](#)" and "[Appendix D: Proposed ETSU Policy on Summer Compensation](#)" (see attached policies) in the "[Extra Compensation and Stipend Report](#)" that was recently approved by the IUC. He explained that when the senior leadership began the implementation process, they felt those two policies in particular needed to come back before the IUC for conversation to see if they should be placed on the public comment website as stand-alone policies for 30 days for feedback. There being no opposition, this will move forward, and Dr. Noland encouraged IUC members to make their peers aware that these policies will be available for feedback.

- **Future Role of the IUC**

After briefly outlining the history of the IUC, Dr. Noland said it would be appropriate to have a conversation about the future role of the council and whether it should become permanent in light of the new governance structure. He said he would like to have a plan for implementation in place prior to the placement of the new governing board, and will look to Dr. David Linville's committee for recommendations.

During discussion, it was questioned whether the IUC is an "action committee" or a "presentation committee." Concern was expressed regarding the repetition of presentations given to various governance bodies, but some believed this repetition contributes to transparency. Concern was also expressed regarding the cost of the meetings in terms of members' time. Important to continue to talk about a new process of approving new programs and reviewing existing programs and examining the budget process.

Dr. Noland encouraged additional feedback via email and stated this is a once-in-a-lifetime opportunity for the university to examine its committee structure and its governing structure and to align those with the local board. He said all the new board is going to know about ETSU is what is defined for them the moment they walk through the door, and he does not want the new board to immediately face complications; would like to remedy as much as he can so the board will experience a university that is moving along at a positive pace.

Dr. Noland again expressed thanks to IUC members for their hard work since the beginning of August to help address challenges. He said a "blue ribbon" committee will be put together before the implementation of the new board to look at process issues across campus, so that the university will not find itself again in a position like it was this August.

The meeting was adjourned.